



Call for Proposals
Midterm Evaluation for the
Attaining Lasting Change for Better Enforcement of Labor and Criminal Law to Address Child Labor, Forced Labor and Human Trafficking (ATLAS) Project

UNIT : Human Rights, Education and Empowerment (HREE)
REPORTS TO : Deputy Director ATLAS
DURATION : August 9, 2021 – September 24, 2021
LOCATION : Bangkok, Thailand

Organization and Project Summary:

Winrock International (WI) is a non-profit organization that works with people around the world to increase economic opportunity, sustain natural resources, and protect the environment, among other objectives. Winrock is currently implementing the United States Department of Labor (USDOL)-funded project Attaining Lasting Change for Better Enforcement of Labor and Criminal Law to Address Child Labor, Forced Labor and Human Trafficking (ATLAS) with the goal of strengthening the capacity of governments to address child labor, forced labor, and human trafficking in Thailand, Paraguay, Liberia, and Argentina through activities and technical assistance under three outcomes:

1. Strengthened labor and/or criminal legal framework concerning CL, FL, and HT.
2. Improved enforcement of the labor and/or legal criminal framework, specifically related to CL, FL, and HT.
3. Increased coordination among law enforcement and social protection entities to address CL, FL, and HT.

Winrock is implementing Outcome 1 in Liberia, Outcome 2 in Thailand, Paraguay, Liberia, and Argentina, and Outcome 3 in Thailand, Paraguay, and Argentina. This project began in January 2019. To achieve Outcomes 2 and 3, ATLAS has developed and is implementing a nine-step process known as the Differentiated Model of Practice (DMOP) to tailor project interventions and outcomes through an evidence-based approach that adapts technical assistance to country-specific priorities. (See Attachment 1 for further details). Through this call for proposals, Winrock is searching for a consultant, consulting team, or organization to conduct a midterm evaluation of this process and its success in Thailand thus far.

Evaluation Objective and Scope

This is an internally managed midterm evaluation focused on the ATLAS project strategy (the nine-step DMOP process) and its effectiveness, efficiency, relevance, sustainability, and impact. This evaluation will be directed by Winrock with collaboration from DOL. Though the project is operational in four countries—Thailand, Paraguay, Liberia, and Argentina—this evaluation will focus only on Thailand and Paraguay, where activities are more advanced. In each of these countries, Winrock will select a local consultant, consulting team, or organization to conduct an evaluation of the project strategy at the country level, including the scope detailed below. Based upon country-level results and reports and further information gathering at the global level, Winrock's internal evaluators will add a further layer of analysis to identify trends, best practices, recommendations, and lessons learned across countries.

Thailand

In Thailand, the consultant, team, or organization selected will conduct a primarily qualitative evaluation to assess the project strategy and its success in Thailand according to project objectives, indicators, and targets. This will entail a review of the effectiveness, relevance, and efficiency of the project strategy and, to the extent possible, the impact of activities and prospects of sustainability. The evaluation should also address the impact of COVID-19 on the project strategy, including limitations imposed as well as lessons learned. See Attachment 2 for further details. This assessment will capture the strengths and weaknesses of the strategy, present emerging best practices and lessons



learned, and should include actionable and realistic recommendations for Winrock and/or USDOL in implementing this strategy in the future.

It is expected that the consultant will review progress made in developing and implementing interventions under Outcomes 2 and 3. This will include a review of the process utilized to identify, develop, and administer these interventions, as well as an assessment of their effectiveness. It is expected that the consultant will interview project stakeholders such as government officials, ATLAS project staff, and others involved in the DMOP process, and review and/or collect data on the effectiveness of activities. ATLAS' Thailand team will support the evaluation by facilitating introductions to stakeholders, supporting communication, and providing existing data and information.

Contract Deliverables:

- Work plan and research tools
- Schedule for the meetings/interviews with informants
- Interim progress briefings to ATLAS team as determined by WI
- Final report outline
- Draft findings, conclusion, and recommendations to ATLAS prior to completion of the first draft report.
- Draft report
- Final report

Timeline:

- July 31, 2021 – Deadline for submission of proposals
- August 6, 2021 – Selection of consultant/research firm/research institution
- August 9, 2021 – Signing of the contract
- August 9-September 17, 2021 - Conduct evaluations (desk review, research, interviews, drafting of report/presentation of findings and recommendations)
- September 24, 2021 – Final report

Submission Requirements

Interested consultants, consulting teams, and organizations should submit a technical and cost proposal to the email ATLAS@winrock.org by **July 31, 2021**, including at a minimum the following information:

- A draft research methodology and work plan that address all aspects of the SOW.
- Description or draft of tools to be used.
- Resumes of consultant(s) and/or lead researcher(s).
- Information about past performance conducting similar evaluations for donor-funded projects.
- Preliminary report outline (final report outline will be determined together with WI).
- Proposed overall budget.

Qualifications:

Individual consultants, consulting teams, and organizations with experience conducting evaluations of donor-funded projects in Thailand are invited to apply. The lead consultant and/or researcher should be fluent in both written and spoken Thai and English and have experience conducting evaluations of donor-funded projects in Thailand. S/he should have at least a Master's degree in sociology, economics, international development studies, or another relevant social science subject with at least five years of experience in project management and/or conducting project evaluations using qualitative research. It is preferred that the consultant or organization have experience conducting at least two similar evaluations/studies in the past. The consultant, consulting team, or organization should be capable of producing the evaluation materials and report in English with minimal editing.



Attachment 1 – Differentiated Model of Practice

To achieve Outcomes 2 and 3, ATLAS has developed and implemented a strategy known as the Differentiated Model of Practice (DMOP), a specific process to tailor project interventions and outcomes through an evidence-based approach that adapts technical assistance to country-specific priorities. This process consists of developing specific intervention models that are tested and implemented in each country to improve enforcement and/or coordination around CL, FL, and HT. These interventions are informed by a Body of Knowledge, a global-level research document that reviews evidence on the effectiveness of previous efforts to address CL, FL, and HT, and by individual country-level Pre-Situational Analyses.

More specifically, the DMOP process includes the following steps:

- **Step 1:** Establish a global body of knowledge, identifying and ranking the quality of the evidence about interventions that effectively strengthen enforcement and coordination;
- **Step 2:** Conduct an in-country Pre-Situational Analysis (PSA) of enforcement and coordination to identify stakeholders and integrate their understanding of and expertise on the current labor and criminal systems and coordination mechanisms;
- **Step 3:** Hold consultation events with key stakeholders to prioritize efforts and identify technical assistance needs;
- **Step 4:** Form country workgroups of international and national expert professionals to develop, evaluate and refine data-driven models of practice (interventions), also called DMOP-Es (enforcement) and DMOP-Cs (coordination);
- **Step 5:** Pilot the intervention models of practice (DMOP-E/DMOP-C);
- **Step 6:** Evaluate and refine the pilot intervention models of practice (DMOP-E/DMOP-C);
- **Step 7:** Present intervention models to country workgroups and stakeholders for refinement and validation;
- **Step 8:** Implement the refined models (DMOP-E/DMOP-C) and integrate them with the existing structures; and,
- **Step 9:** Finalize with stakeholders the institutionalization plan for the approved models.

In Thailand, ATLAS has developed or is developing the following enforcement DMOPs under Outcome 2:

- **Enforcement Training Program** – A comprehensive training program for law enforcement officials on child labor, forced labor, and human trafficking.
- **Practitioners' Guide on Investigation of Forced Labor** – A synthesis of protocols, procedures, and indicators on forced labor and child labor in Thailand for labor inspectors.

In Thailand, ATLAS has developed or is developing the following coordination DMOPs under Outcome 3:

- **Multidisciplinary Teams (MDT) Training** – Training on identification, referral, and coordination for multidisciplinary teams.
- **Practitioners Guide on Coordination for Labor Inspectors** – A protocol and guide to increase coordination and referral of cases from labor inspectors to law enforcement and other organizations.
- **Community Referrals** – Communications materials and methodology for in-person awareness-raising activities to increase referral of CL, FL, and HT by local communities.



Attachment 2 - Evaluation Questions

Winrock expects country-level assessments to address some or all of the following questions:

Effectiveness:

- Is the project strategy accomplishing its planned results as expected at the country level? What factors, internal and external to the project, may be contributing to these successes and challenges?
- To what extent have project interventions (individual DMOPs) achieved their stated goals (improving enforcement and coordination) to date? Is the project on track to achieve its outcomes and objective?
- How effective have data and knowledge gathering activities (Book of Knowledge, Pre-Situational Analyses, stakeholder consultation, etc.) been in identifying appropriate interventions?
- What factors have influenced the effectiveness of the project strategy and specific interventions?

Relevance

- Has the project strategy resulted in interventions and activities that respond to the needs and priorities of government stakeholders? Why or why not?
- Has the project strategy allowed sufficient flexibility to respond to the local context?
- How has the project strategy adapted to the local context?
- To what extent has the project strategy been implemented as designed?

Efficiency

- How could the project strategy and the nine-step DMOP process be made more efficient in terms of time and resources?
- To what extent has the project strategy adapted to changes in the operating environment caused by the COVID-19 and/or other issues? How has that impacted results?

Sustainability

- How engaged and committed to the project strategy are government stakeholders? What mechanisms have been effective in gaining their commitment?
- Is the project strategy creating systems and structures to sustain activities and results beyond the end of the project?
- Is the project strategy replicable in other country contexts?

Impact

- To date, what evidence exists that the project strategy is achieving the overall objective of increasing the capacity of host governments to address CL, FL, and/or HT?
- Are there any success stories that could provide best practices or lessons learned for other countries or for future iterations of the project?